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DRC Emergency Food Security Program

Final Results Report (6 September 2013 – 31 July 2014)

Award Number: AID - FFP - G – 13-00046

World Vision DRC

Submission Date: October 29, 2014

Revised: September 9, 2015 per USAID request

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Acronyms

ACAPS – Assessment Capabilities Program
ACF – Action Contre la Faim
BXW – Banana Xanthomonas Wilt
CHD – Community Help Desk
CVBV – Commodity Value Based Voucher
CMD – Cassava Mosaic Disease
DRC – Democratic Republic of Congo
EFSP – Emergency Food Security Program
FAO – Food and Agriculture Organization
FARDC – Forces Armées de la République Démocratique du Congo (DRC Government Armed Forces)
FPMG – Food Programming and Management Group
FSL – Food Security and Livelihoods
HH – Household
IDP – Internally Displaced Person
INERA – Institut National de Recherche Agricole
LMMS – Last Mile Mobile Solution
M&E – Monitoring and Evaluation
MFI – Microfinance Institutions
MOU – Memorandum of Understanding
MYAP – Multi-Year Assistance Program
M23 – March 23rd Movement
NFI – Non Food Item
NICRA – Negotiated Indirect Cost Rate Agreement
OCC – Office Congolais de Controle
PVO – Private Voluntary Organization
SENASA – Service National des Semences
SGBV – Sexual Gender-Based Violence
SO – Support Officer/office
USG – United States Government
WFP – World Food Program
WV – World Vision
WVDR – World Vision Democratic Republic of the Congo
WVUS – World Vision, Inc.

Introduction

Background

Since the mid-1990s, the Kalehe territory of South Kivu has been an area of temporary relocation for internally displaced persons (IDPs) affected by violence in North and South Kivu. The presence of multiple armed groups throughout South Kivu has pushed increasingly more individuals from the Walikale, Masisi, and Rutshuru territories into Kalehe, a relatively more secure location. In April 2012, deserters from the DRC Armed Forces formed the March 23rd (M23) rebel group, causing general insecurity in Rutshuru, Nyiragongo, and Masisi territories of North Kivu. Since January 2013, approximately 52,500 additional IDPs have fled to South Kivu as a result of renewed fighting between FARDC (Forces Armées de la République Démocratique du Congo - DRC Government Armed Forces) and M23.¹ At the same time, populations that fled to North Kivu in years past are returning to the South as a result of the recent escalation of violence. As of June 5, 2013, OCHA estimated that over 702,000 people were displaced in South Kivu, with over half of these, approximately 349,340 in Kalehe alone.²

IDPs in Kalehe generally take refuge in host community households (HH) rather than in IDP camps. As a result, average HH size in Kalehe has grown significantly. Prior to the recent wave of displacement, HHs in South Kivu had an average of five members; after the displacements, HHs hosting IDPs in Kalehe have an average of six people³ and in some extreme cases as many as 16.⁴ The increase in HH size compounded by both limited productive land and sources of income has exacerbated existing food insecurity.

Prior to the recent displacements, HHs in Kalehe only met approximately 38 % of their food consumption needs through agricultural production, relying on market purchases to meet remaining food needs. Approximately 30 % of HHs reported moderate to severe hunger before the recent displacements⁵ with 35 % of children under age 5 underweight⁶ and 51 % stunted⁷. The longer IDP populations remain displaced, the worse these statistics will become as host families deplete existing assets. According to FANTA, households hosting IDPs eat one meal or fewer per day⁸, far below the caloric intake required to meet basic needs

According to the Assessment Capabilities Program (ACAPS) Global Overview (June 2013), and the recent IPC analysis (December 2012), these factors have combined to create an acute food security and livelihood crisis for approximately 6.4 million people in DRC with 8 territories in phase 4 of the entire country, with an urgent need for food and agricultural assistance including Kalehe.⁹ As a result of the deterioration in food security in Kalehe, negative coping mechanisms including prostitution among women and girls, theft, and premature consumption of crops¹⁰ are on the rise.

¹ ACAPS Global Overview, June 2013

² UNOCHA Humanitarian Bulletin No. 23/13, 5 June 2013

³ World Vision Assessment, June 2013

⁴ Rapport conjoint Mission Inter-Cluster à Minova, December 2012.

⁵ JENGA - MYAP Program Baseline Survey, March 2012

⁶ UNICEF MICS 2010

⁷ FANTA USAID DRC Strategy

⁸ Ibid

⁹ The situation has been classified as between Phases 3 and 4 on the IPC scale

¹⁰ Fiche de Travail pour l'Analyse de l'Insécurité Alimentaire Aiguë Analyse de la Zone: Kalehe; Analysis 12 October, 2012; WFP

Program Objectives

In response to the food security crisis, WV DRC implemented an United States Agency for International Development (USAID) funded Emergency Food Security Program (EFSP) with the strategic objectives of improving the food security of **3,150** vulnerable IDP, returnees, and host-community HHs in the Kalehe territory of South Kivu. Specifically, WV implemented a short-term program to increase HH food access and improve HH productive capacity. These were to be achieved through: 1) the provision of monthly food vouchers to meet 100% of immediate HH food needs for six months; and 2) the provision of agricultural inputs and training to support livelihood recovery and increased resiliency in the longer term.

WV provided participant families with unconditional commodity valued based vouchers that were exchanged for food at pre-selected vendor locations. Local vendors were selected for the voucher program based on their capacity to source and safely store high-quality food commodities in sufficient quantities. Participant families used the vouchers to purchase food commodities comprising of cassava flour, pulses, vegetable oil, maize flour and salt.

WV purchased and distributed disease-resistant seed to meet medium-term agriculture needs. Seeds were distributed for the second planting season. The seeds distributed included beans, maize, amaranth, and soy. These are short season crops, better suited to the short timeline of the program, and populations in the target areas already produced these varieties.

Project Parameters

	Project 1
Project Title	DRC Emergency Food Program
Donor	USAID
Duration (start date and end Date)	06 SEPT 2013 – 31 July 2014
Planned number of beneficiaries	3150 HH (approx. 18,900 beneficiaries)
Total Voucher Transfer benefit Approved (\$)	\$1,701,000
Operational costs ITSH (\$) (USAID)	\$903,213
Operational costs e.g. ITSH (\$) – WV Match	\$139,614
Total Operational Costs (\$)	\$1,042,827
Geographical Coverage	Kalehe Territory, Province of South Kivu, DRC

Voucher Value

Agricultural production in South Kivu only meets 38 % of food needs under normal conditions and HHs procure over half of their food (53 %) from local markets.¹¹ Given the increased strain on HHs resulting from the influx of IDPs coupled with losses due to disease in the banana and cassava crops in the previous growing season, HH vulnerability in Kalehe increased dramatically. WV covered 100 % of HH food needs for six-month period by providing HHs with unconditional food vouchers to meet the daily requirement of 2,038 kilocalories for each HH member and also provided a bridge ration distribution just before the harvest.

Each voucher represented the monetary equivalent of an individual's monthly food needs based on the food ration calculations included in *Table 2*.

Table 2: Equivalent commodity values for CVBV for an individual HH member

Commodity	Ration (g)/ person/day	Ration (kg)/person /month	Price (\$)/kg	Cost (\$)/person /month	Cost (\$)/HH/ month avg HH size = 6
Cassava / maize flour	400	12	0.67	8.09	49
Pulses ¹²	120	3.6	1.22	4.40	26
Vegetable oil	30	0.9	2.67	2.40	14
Salt	5	0.15	0.67	0.10	1
Total				\$15	\$90

These commodities were selected because they align with the standard food basket provided by WFP in the eastern region of DRC, and they represented the primary taste and diet preferences of the local community.

During the life of the project there was no modification made to meet the challenges of the operating landscape.

- *Distribution timeframe* - Distribution of vouchers was meant to take place from October 2013 to March 2014. The first distribution was done in December 2013 and the last distribution conducted in June 2014.
- *No Cost Extension and/or Cost Extension*

World Vision requested a no cost extension and was granted additional time up to July 31st, 2014 to complete the following activities.

1. To continue monitoring and provision of the agricultural extension services on soil restoration and conservation and Post-harvest processing and storage which were beyond the project end date due to the very limited time between the project approval and activities start up.

¹¹ WFP CFSVA 2007-2008

¹² The pulses offered will be the local bean varieties kabulangeti and kamanyole.

2. Complete a 7th round of distribution that was conducted in the 3rd week of June 2014 as a bridge distribution between voucher distribution phase out and when the harvest would be available for consumption in June 2014.
3. Although WV had met the target for Sexual and Gender-Based Violence (SGBV) sensitization, WV proposed to continue with this activity in June 2014. SGBV prevalence in Congo is one of the highest in the World and WV continues strengthening Beneficiary Committees as advocates against SGBV.
4. To enable the project to conduct a lessons learnt event.
5. To conduct a final evaluation after the harvest, which came in early July.

Project Achievements Over LOA

Cost Per Beneficiary:

WV was able to reach a total of **3122 HH**. With an average HH size of 6 individuals, the project reached a total of **18732** beneficiaries. Therefore, the cost per beneficiary was \$129.52

Time until Possession of Vouchers by Beneficiaries:

The WV DRC EFSP program award (AID-FFP-G-13-00046) was approved on September 6, 2013 and the first distributions started on December 14, 2013. There were **94** days from the time of the signing of the award until the beneficiaries possessed the vouchers. The reasons for the delays were:

- The need to print vouchers with strong security features necessitated having a foreign company to print the vouchers. The international sourcing for a printing company took longer than it was expected.
- Beneficiary registration and screening required more time than was planned because WVDRC had to introduce a new system of registration “The Last Mile Mobile Solution (LMMS) which required a training period for the staff and, also the sensitization of the beneficiaries and community members on the same. It was necessary to use this form of identification methodology in a context where fraud and theft was prevalent.

HH reached with CBFV:

In order to follow US Government procurement regulations, WV staff screened all 139 contracted vendors using Watchdog Pro. Contracted vendors were serving across 10 villages in the Kalehe Territory of South Kivu Province in Democratic Republic of Congo. WV ensured that all contracted vendors met the standard which was outlined to guarantee transparency. The criteria of vendor selection included:

- Being a registered business with a valid trading license
- Ability to stock the required commodities. Before registration, our supply chain team visited all the vendors to confirm and verify their actual commodity stocks and how they were maintaining them.
- Tax compliance record. According to the DRC law, a vendor could not do his business without paying legal taxes related to the exercise of trade and our supply chain team ensured that all selected vendors possessed these tax payment verification documents (receipts, tax papers, etc.). Those that did not possess them were not selected under the project.
- Ownership or proprietorship of an established shop with main activity being the sale of food commodities
- No criminal record or relation to acts that can be linked to terrorism. A Certificate of Good Conduct, Moral and Character is issued administratively by the government to demonstrate that the person has no criminal antecedents likely to deprive him of his rights to engage in business activities. WV checked all vendors for proof of this document.

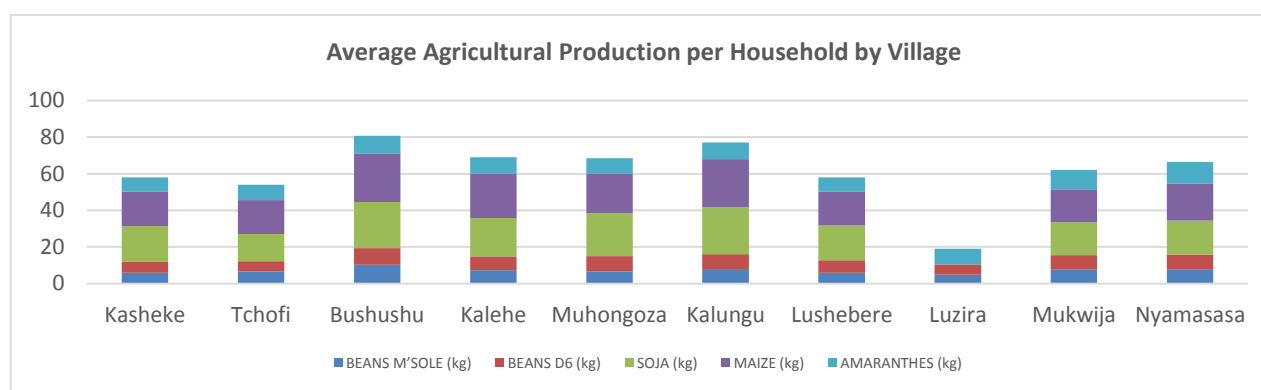
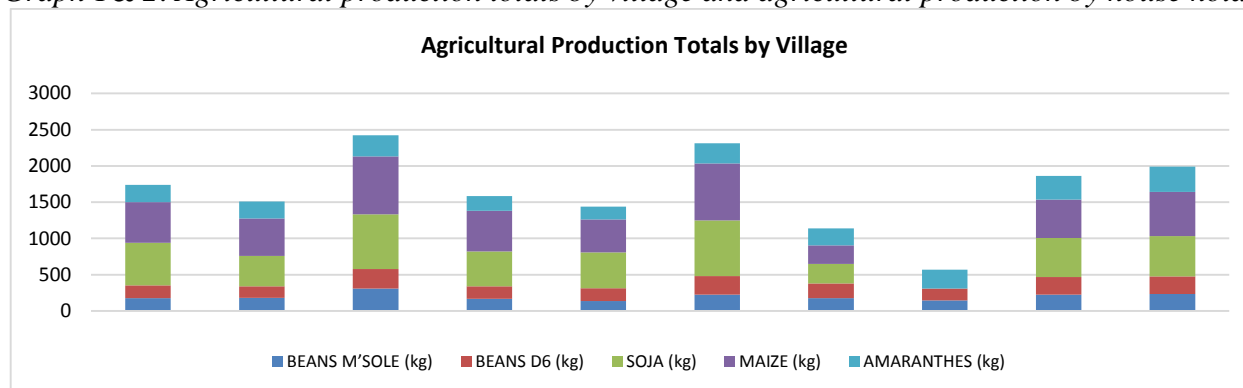
Agricultural activities:

These activities contributed to make available early recovery opportunities for most vulnerable HH by assisting them to plant crops that would help meet medium term food needs. Two sub activities were carried out in this respect:

- Training beneficiaries on cultivation techniques: 3099 HHs received agricultural extension services on the agricultural calendar and soil preparation and also on seeds preparation. These modules are in line with the Farmer business school training modules that are being promoted by the DFAP.
- Distribution of tools and seeds: 3,099 HHs received tools and seeds. The seeds distributed constituted 12.3 Metric Tons (MT) of Beans, 6.146 Mt of Maize, 18.462t of Soybean and 0.139 Mt of Amaranth Seeds. Seeds were distributed following a germination testing mandated by the government. Results showing germination rate of 70% and above were accepted for cultivation. 51 IDPs could not benefit from the seeds and tool packages as they had no access to land, some were disabled or some others were elderly and weak to be engaging in cultivation activities. WV also made efforts to assemble beneficiaries together to try and form into groups where they could pitch into rent a land and cultivate together. This worked in some villages and not in some.

The two graphs below show the results obtained through agricultural production by village as well as per household by village:

Graph 1 & 2: Agricultural production totals by village and agricultural production by house hold



Overall Achievements:

Table 3: Vouchers Planned vs. Distributed vs. Redeemed vs. Reimbursed

MONTH	TOTAL # VOUCHERS DISTRIBUTED			TOTAL \$ (USD) DISTRIBUTE D TO BENEFICIARIES	TOTAL \$ REIMBURSED TO VENDORS	
	PLANNED	ACHIEVED	%	ACHIEVED	ACHIEVED	%
OCT-13	3150	0	0%	-	-	-
NOV-13	3,150	0	0%	-	-	-
DEC-13	3,150	2886	91.62%	\$ 259,740	\$ 256,920	99%
JAN-14	3,150	2937	93.24%	\$ 258,990	\$ 184,573	71%
FEB-14	3,150	3,097	98.32%	\$ 277,260	\$ 188,271	68%
MAR-14	3,150	3,095	98.25%	\$ 278,100	\$ 424,949	153%
APR-14	0	3,112	98.79% *	\$ 280,050	\$ 281,505	101%
MAY-14	0	3,122	99.11% *	\$ 281,190	\$ 253,254	90%
JUN-14	0	3,119	99.02% *	\$ 71,714	\$ 61,210	85%
JUL-14					\$ 55,132	-
TOTAL	3,150	3,122	99.11%	\$ 1,707,044	\$ 1,705,814	99.93%

*The percentage is based on the total number of households planned originally – 3,150.

The lower percentages for reimbursement in the months of January and February are attributed to the delays in reimbursement for vendors. Most of the vendors were new to the voucher system and also needed to be taught how to get bank accounts opened. Hence, it took some time for WV to ensure that vendors had legitimate bank accounts opened and in their names before vouchers could be reimbursed.

The higher percentage for reimbursement in the month of March is a result of the vendors being reimbursed in total for months of January and February (to compensate for the shortfall from those previous two months).

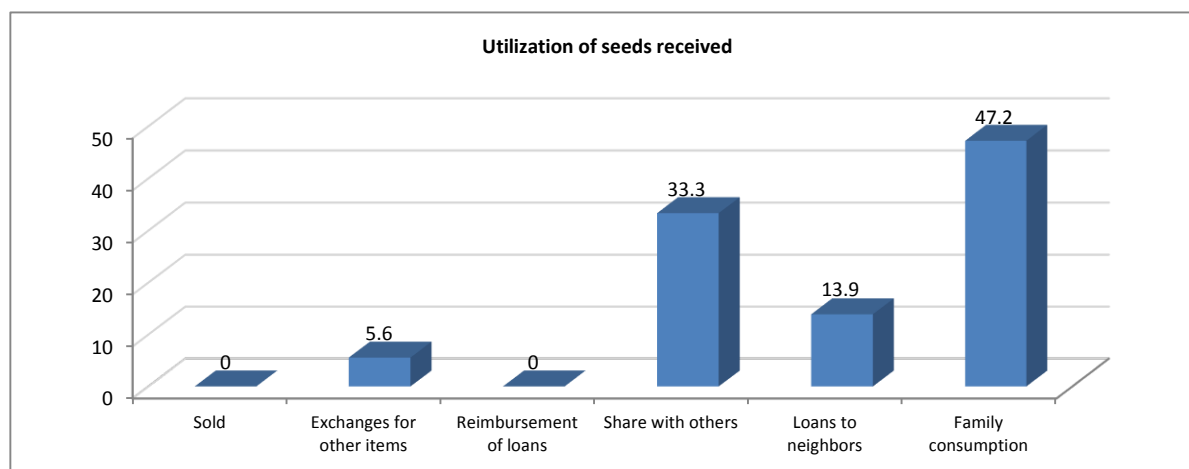
The distributions in June spilled over to July creating a delay in accruing distribution amounts, and also there were instances where vendors could not supply the exact quantity agreed between the beneficiary and them due to price fluctuations or their supply shortages. This would leave a balance in vouchers which left WV to reimburse the actual amount provided to beneficiaries whether it be more or less than the voucher value.

Table 4: Tools and seeds planned vs. distributed vs. seeds planted

ACTIVITIES	PLANNED	ACHIEVED	%
Distribution of tools and seeds	3099	3099	100%
Seeds planted*	3099	2851	92%

**While it was intended for all beneficiaries receiving vouchers to also receive seeds and tools, some did not want to participate and/or did not believe they could get access to land thus resulting in 3099 HH receiving instead of 3151 HH.* The implementation team including the agronomist had to monitor if those beneficiaries receiving seeds would actually plant them; as some of them although accepted seeds were not having access to land. It was agreed that they would rent land and cultivate. However, some were not able to rent land and did not plant any seeds and other reasons such as selling and consumption of seeds (as mentioned below) also attributed to the variance shown above. 61%¹³ of the beneficiaries cultivated or planted the seeds received from WV. 31% planted some of the seeds while 8% did not plant at all.

Graph 3: Percent and Type Utilization of Seeds



¹³ This 61% attributes to those beneficiaries who resulted in planting all seeds received and who reaped its benefits. The remaining 31% did not plant the total KGs provided. Hence the contradiction in percentage from the 92% given in the previous table.

Variance Explanation:

Concerning agricultural activities, 8% of beneficiaries did not plant their seeds due to the below reasons:

- Some beneficiaries in their dire straits decided to use the seeds for consumption, especially when they needed to feed their children.
- Some resorted to selling or exchanging seeds for commodities at the local markets because commodities were deemed more valuable than actual seeds as they were able to meet immediate food needs.
- Some others from the kindness of their hearts shared their seeds with their neighbors or fellow community members who were struggling to meet their daily food needs.

Significant Issues, Challenges and Actions Taken

Challenges	Actions taken
Some vendors were giving cash for the vouchers at a discounted rate or were giving un-authorized products.	Termination of contracts of these vendors and awareness of the beneficiaries and the rest of the vendors on the disadvantage of such an action.
The lack of communication between DM & E team and the Supply Chain results that, in its assessment of vendors and signing contracts with the last, did not take into account the comments contained in the market assessment report done by DM & E and as a result, prices in the market were high in relation to the value of the vouchers. This situation caused regular complaints from the beneficiaries.	A meeting of awareness, exchanges and clarification was organized by WV inviting vendors, representatives of beneficiaries, local authorities and the federation of traders, and the end of which a compromise was found and vendors have agreed to reduce the price of products they were selling to be more consistent with the market. This had to be done as initially vendors had quoted higher prices than the market of the intention of getting more profit through this project.

Project Monitoring and Evaluation

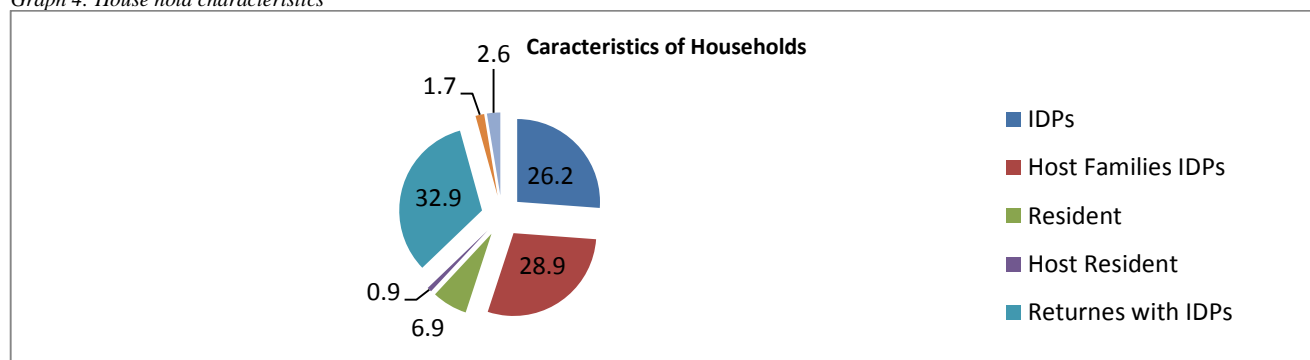
The following are highlights from the final evaluation that was completed during July 2014. Also included herein is a summary of the key findings of the Post Distribution Monitoring that was carried out during the life of the project and a synthesis of the lessons learned from the event held from July 7th 2014 to July 9th 2014

Summary of key PDM Findings

PDMs carried out in December 2013, January and February 2014 covering nearly 448 households of the 10 localities targeted by the program, show the below results:

i. Household Characteristics

Graph 4: House hold characteristics



The graph above shows that IDPs represented 55.1% of beneficiaries followed by returnees with 37.2% and residents 7.7%. Regarding length of stay in the village, 76.6% of beneficiaries have been living in the village more than six months (50.4% for 6-12 months and 26.2% for more than one year). The adult males represent 78.7% of the head of households, the females 20.7%, and the boys and girls more than 18 years, 0.7%. Concerning the sources of revenue, 85.3% of beneficiaries receive food assistance provided by World Vision, 78.5% working as casuals and 50.3% renting their lands.¹⁴

ii. Identification of the beneficiaries and participation in the distribution

85.3% of the beneficiaries were satisfied with the identification and registration process and 14.7% were not satisfied for these reasons: favor (67%), unqualified beneficiaries registered (55%), and real beneficiaries not registered (48%).

99.02% of the beneficiaries participated in the last month distribution.

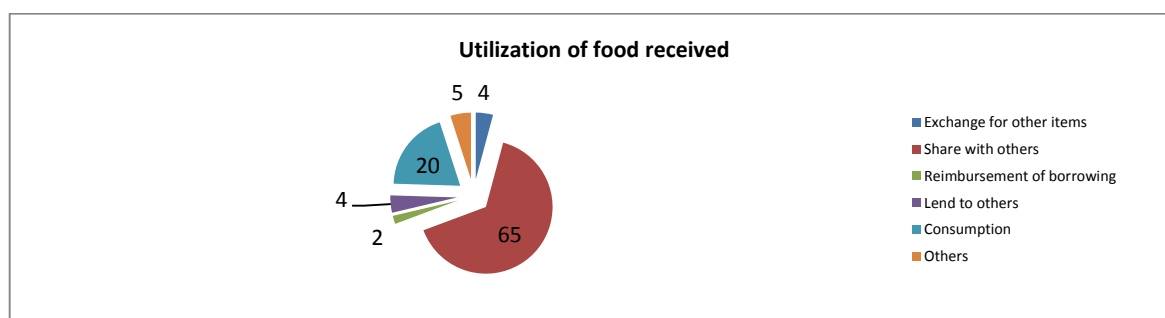
iii. Acceptability and Use of Vouchers

91.2% of the beneficiaries knew the value of the vouchers.

The graph below represents the utilization of food received through the voucher program:

Graph 4: Food rates utilized by beneficiaries

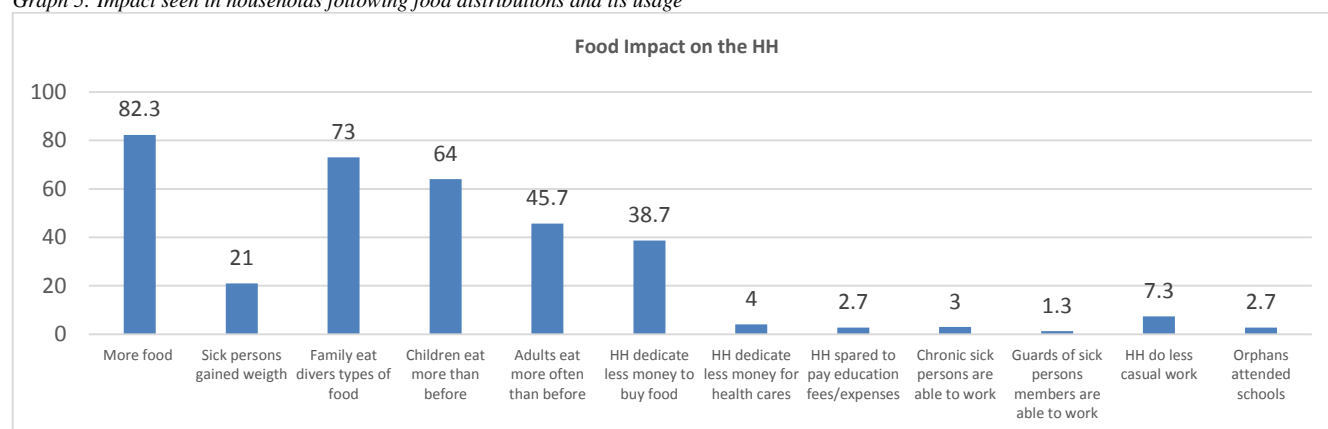
¹⁴ Statistics obtained from PDM report produced in December, 2013



65.5% of the beneficiaries shared received food with their neighbors and 19.6% completely used their food for themselves. The three PDMs showed that 91% of the beneficiaries sold a part of the food that they received to buy other commodities that they were in need of.

The graph below demonstrates the opinions of the beneficiaries regarding the impact the voucher distributions has created among their HHs;

Graph 5: Impact seen in households following food distributions and its usage



The program enabled households to have more food in the house (82.3%) than before.

EFSP Evaluation Results

Below are the results of the project evaluation that was conducted in July 2014. The methodology used during this final evaluation consisted of:

- Document review (quarterly reports, field visits reports, distribution reports, data collection tools, etc.).
- Households surveys (structural or semi-structural interviews).
- Focus groups organized in ten villages with two focus groups per village.

No.	Indicator	Baseline Value (Nov. 2013)	Evaluation Value (July 2014)	Remarks
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1	Reduced prevalence of HHs with moderate or severe hunger	70%	47%	
2	Mean number of food groups consumed by HHs (Dietary Diversity Score)	3.38	4.46%	
3	% of vulnerable HHs eating three meals per day	1%	12%	
4	Average proportion of ration consumed, sold and shared by target HH members	0%	<p>Average quantity (in kg) of consumed by HH:</p> <p>Maize-18.89 kg Cassava-25.97 kg Beans-12.68 kg Oil-4.36 kg Potatoes-3.19 kg</p> <p>Average quantity of food sold by HHs:</p> <p>Maize-1.23 kg Cassava-15.7 kg Beans-4.00 kg Oil-0.23kg Potatoes-00 kg</p> <p>% households that reported that they have sold food the months before the survey is 3.4%</p> <p>% HH that shared food with neighbors and relatives a month before the survey—is 73.3%</p>	Evaluation analyzed the proportion of food consumed and sold according to the main food/commodities that was consumed within the target community HHs.
5	% of Vouchers redeemed by HHs	0%	99.59%	Total dollar amount of the vouchers that the project distributed was \$ 1,707,044.00. This is higher than the original target of \$ 1,701,000. A bridge

				distribution was granted in the no cost extension.																		
6	# of HHs registered as beneficiaries	0	3151	The project planned to support 3150 HHs in Kalehe territory across 10 villages that were hosting IDPs and Returnees																		
7	# of HH receiving Vouchers	0	3151	Vouchers are only issued to the 3151 households that were registered and that were present to the distribution each month.																		
8	% of distributed vouchers redeemed	0	99.56%	All the vouchers distributed were redeemed at the vendor shops except for 0.44% that were not redeemed. The voucher that were not redeemed are those not submitted for payment.																		
9	# of Vendors participating in the project	0	134	The project started with 139 Contracted Vendors, but 5 were dropped along the way because of violating their contractual obligations																		
10	# of Vendors	0	139	Out of 139, contracts for 5 vendors were terminated because they violated their contractual obligations																		
11	# of Agreements	0	139	5 Contracts were terminated																		
12	# of Vendors trained	0	139	All 139 Vendors were trained in inventory management, basic accounting and book keeping																		
13	# of Vendors sensitized	0	134	The Vendors received a full sensitization on SGBV																		
14	Average yield per HH	N/A	<table><tr><th>Commodities</th><th>Total Production</th><th>Average</th></tr><tr><td>BEANS M'SOLE (kg)</td><td>1979.5</td><td>7.0</td></tr><tr><td>BEANS D6 (kg)</td><td>2064.5</td><td>7.3</td></tr><tr><td>SOJA (kg)</td><td>4871</td><td>20.6</td></tr><tr><td>MAIZE (kg)</td><td>5075</td><td>21.4</td></tr><tr><td>AMARANTHES (kg)</td><td>2583</td><td>9.1</td></tr></table>	Commodities	Total Production	Average	BEANS M'SOLE (kg)	1979.5	7.0	BEANS D6 (kg)	2064.5	7.3	SOJA (kg)	4871	20.6	MAIZE (kg)	5075	21.4	AMARANTHES (kg)	2583	9.1	This data was not collected during the evaluation but a part of the monitoring done during the program.
Commodities	Total Production	Average																				
BEANS M'SOLE (kg)	1979.5	7.0																				
BEANS D6 (kg)	2064.5	7.3																				
SOJA (kg)	4871	20.6																				
MAIZE (kg)	5075	21.4																				
AMARANTHES (kg)	2583	9.1																				
16	# of HH that received seeds and tools	0	3099	52 other beneficiaries who did not receive seeds and tools were IDPs who had not access on the land																		

17	# of HH planting seeds	0	2851	8% of the beneficiaries did not plant the seeds due to family consumption, sale or assistance to neighbors
18	# of HH registered as Beneficiaries	0	3099	
19	#of Beneficiaries trained	0	3099	
20	#of Beneficiaries Participating	0	3099	
21	#HH receiving seeds	0	3099	
22	#HH receiving a hoe	0	3099	
23	Extension support services provided	0	3099	All the beneficiaries that registered to receive seeds and tools participated in the agricultural extension support services

Best Practices Result Summary

Best Practices	Recommendation	Planned Action	Timeframe
The use of the last mile mobile solution (LMMS) for beneficiary registration and verification excluded incidents of double registration and enhanced the speed of distribution. LMMS is designed to make the delivery of humanitarian aid quicker and easier using a hand-held device that works even in remote areas to register people affected by crises. With the hand-held device, aid workers can gather basic information about each person and issue registration cards, which are then used to improve the speed and efficiency of aid	LMMS to Be rolled out in all food programs and projects which would require registration of bens or value of goods to be distributed at large. Need to budget for LMMS usage in all Food Assistance	Review by LMMS specialists of new grants proposals to assess appropriateness of LMMS usage Retain capacity in LMMS through training of all CTS staff in LMMS. Succession planning	In the next months forward

distributions. The data gathered can also be analyzed quickly and used to plan additional assistance, and to monitor and report on the assistance provided.			
Involvement of the operations team in the review of the monitoring of complaints and suggestions from the community through the post distribution monitoring (PDM) and complaints-response mechanism (CRM) activities. This Ensured responsiveness to beneficiary/stakeholders concerns in a timely manner that will help enhance trust between all involved parties.	<p>Both M&E and PM/Project Staff must be involved in post-distribution monitoring</p> <p>Program Manager /Project Coordinators must work daily with HAP/DM&E and monitor progress in the Log Frame</p> <p>Humanitarian Accountability and Protection (HAP) reports must be shared with PC and Operations Manager. Red flags must be raised to Ops within 48 hours</p> <p>Basic training in HAP to be provided to all Project Coordinators/teams</p>	<p>All HAP and PDM reports to be shared with Operations team in the future</p> <p>Ensure thorough monitoring of activities in line with Log Frame and DIP. Gaps to be addressed immediately.</p> <p>Capacity building trainings to be organized by QA on M&E tools and mechanisms.</p>	In the new Fiscal Year
Training of vendors on record keeping and stock control strengthened vendors' effective management of supplies which ensured beneficiaries to receive their full rations every month.	Include this as DIP item in all future cash and voucher programs		
The presence of a Support Officer (SO) and FPMG Technical specialists in-country throughout design ensured real time consultative process and strong alignment to NO and SO strategies.	Quality Assurance team to encourage in-country presence of SO and technical advisors in all institutional grant design processes and any high value Private Non Sponsorship grant	To be adopted in new funding opportunities and its design process	On a rolling process

The establishment of a multi-disciplinary team for the voucher design resulted in the design of a very secure voucher lowering the risk of counterfeits	Continue seeking technical support in developing voucher designs. Have dedicated SCM team meetings including voucher printer in house to reduce timeframes	Discuss with Supply Chain Department about possibility of adopting in house printers for future food programs	Rolling process
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Lessons Learned Result Summary

Lessons Learned	Recommendation	Planned Action	Timeframe
The lack of coordination and information sharing between supply chain team which carried out the vendor capacity assessment and the M&E team that did regular price monitoring led to the signing of contracts with vendors whose prices were higher than the market prices in some instances.	Bid analysis must take into account market survey results and used to develop pricing in contracts. Supply chain officer should be ultimately accountable for pricing	DIP should explicitly highlight and include steps of the bid analysis and market survey. Terms of reference for supply chain for this process to be developed	For future projects
The lack of coordination between program, supply chain and seed testing services for forward planning led to late delivery of agricultural inputs relative to the planting season which compromised the crop yields. Low awareness of the communities on the key Project information exposes the organization to a high risk of adverse community reactions.	Short term institutional grants must be prioritized in supply chain management Procurement standards must be adhered by Clear escalation procedures should be developed and shared with all staff. M&E and project staff to facilitate community sensitization of project at the inception stage PITT including all project documents to be shared more widely and monitored according to a plan.	Supply chain unit held accountable for meetings once per week- and sensitize the unit on “accountability Mechanism” with support from QA department Requisition follow – up notices to be sent by supply chain to Project manager on all requisitions marked urgent or over a decided value and Project Manager follows up with Supply Chain at alternatively A clear procurement process to be followed by all projects and teams.	Rolling process

		All supply chain and finance policies to be clearly communicated through email and memo as well as during devotions	
The centralization of Vendor reimbursement in Goma in the first few months resulted in the delays in the payment of vendors which caused them to resort to borrowing money at high interest to facilitate restocking for the next distribution cycle which lowered their profits	Decentralization of finance and administrative point people and decision making authority at sub base level	<p>Develop finance capacity</p> <p>Raise authority levels</p> <p>List of essential staff to include in grant budgeting development and its review</p> <p>Review staffing covered under the fragile context supplementary fund (FCSF) budget so that a portion of all essential staff are covered well ahead for bridging purposes</p>	For the Fiscal Year 15
Lack of adherence to the communication plan during community sensitization and mobilization for the project caused confusion in the community and put staff at risk. WV staff was not able to approach the community at the very beginning of the project to inform them of project objectives etc. This created conflict when staff tried to inform communities of the beneficiary selection process and its successors as everyone wants to receive assistance from these projects.	<p>All projects must have clear communications plans focused on both authorities and beneficiaries.</p> <p>Communications must highlight that 2 rounds of verification will take place and that the initial list does not guarantee inclusion on final list – must indicate that secondary check will be conducted.</p>	<p>Verification by the Ops, QA and Team Leaders that this is being included in DIP</p> <p>Ensure it is included in the budget process meetings</p>	Rolling process
Inadequate staffing budget for the prevention of sexual and gender based violence (SGBV) cross cutting theme resulted in inadequate follow up of the community sensitization process, which assumed that the trained community representatives would cascade the process to the rest of	<p>Any activity must be well budgeted including relevant staffing and supplies</p> <p>Do not include activities that can't be appropriately budgeted or which we can't properly develop indicators for in a logical framework</p>	Review by appropriate technical advisor (QA manager) of all log frame outputs and budget	Process ongoing

the community might have compromised the impact			
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Success Stories



Success story 1.docx



Success story 2.docx

Annex 1 – EFSP Post Distribution Monitoring Reports



Rapport PDM EFSP
DECEMBRE.docx



Rapport PDM
Janvier.docx



Rapport PDM
Fevrier.docx

Annex 2 – EFSP Learning Event Report



World Vision DRC
EFSP Learning Event

Annex 3 – EFSP Final Evaluation Report (draft)



WVDRC
FFP-G-13-00046 Final